

**Achievement of Market-Friendly Initiatives and Results Program
(AMIR 2.0 Program)**

Funded by U.S. Agency for International Development

**PSPI Team Building and
Planning Workshop**

Facilitated Meeting Notes

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Draft Report

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This report was prepared by Cathryn Goddard, on behalf of Coverdale Organization, Inc., editing the brainstorming of participants (cited individually in the text), in collaboration with Chemonics International Inc., prime contractor to the U.S. Agency for International Development for the AMIR Program in Jordan.

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Executive Summary

The AMIR program uses international best practices in team building developed by the Coverdale Organization to improve the effectiveness of people working in teams. After the arrival of a new team leader, the Private Sector Policy Initiative (PSPI) held a team building workshop and addressed the following tasks:

- **Characteristics of effective communications**
- **Why strengthen communications?**
- **How can we strengthen communications?**
- **Dealing with burnout (purposes, results, indicators, sources solutions)**
- **Recommendations for time management**
- **Calendar (see AMIR work planning calendar)/ Recommendations for work planning process**
- **Skills, interests, roles and responsibilities**
- **Dos and don'ts to enhance performance**
- **Vision of PSPI (urposes, results, indicators)**
- **Review of Year 2002**
- **Plan for work plan (purposes, results, indicators and roles)**
- **Lessons learned from workshop**

May the strength of your teamwork spread throughout the expanded PSPI network.

Acknowledgements

The Coverdale Organization has had the pleasure of facilitating the PSPI Team Building Workshop. We would like to thank each member of the team for their efforts in generating ideas, enthusiasm, creative approaches, and, most important, commitment. Your diverse knowledge, skills, discipline, experiences, and personal interests represent vital resources to this team.

This is your report and we are proud to have facilitated your efforts. Your rich combination of perspectives and skills allowed the team to begin to develop a shared vision, and more important, to start identifying steps to make it a reality. Thanks to each of you for your input, and for choosing to cooperate to produce the contents of this document.

Andrew Kaiser
Aref Al Farra
Brad Fusco
Geoff Wright
Glenn Wood
Greta Boye
Hatem Tieby
Jamal Olaimat
Lina Arafat
Maher Hamdan
Rami Qusus

Many people backstage worked to make these events a success. Their diligence and indeed devotion to tasks may go unnoticed or be taken for granted. By acknowledging them, we motivate the entire team to strive for even higher standards of excellence.

The Training and Events Department's relentless support makes an event like this possible and we are grateful to Rawan Tell and Rami Khyami for their contribution. This report is the product of Lina Sunna, Tahani Shahrouri and Amal Saleh's transcriptions and finalization of the document.

Dozens of half sheets of paper thus led to a vision, emerging from the ideas of participants with the help of facilitators, time keepers, reporters, chart managers, transcribers, each playing their own role. Those colorful bits of paper, when put together attractively, create an enduring memory to motivate each reader.

What is the purpose of a report like this? Is it the result of the workshop? No, hopefully the real result of the workshop is enhanced performance in the component and strengthening of the Jordanian economy. Like the photographs, however, the report is a reminder to us of what we accomplished together and an inspiration for future cooperation.

May the spirit of teamwork experienced during the workshop and its participatory, facilitated process serve as a model for the entire team to share with others as you pursue your shared objectives.

Cathryn Goddard
Facilitator and Report Editor

Task 1 Characteristics of an effective team

- Direction
- Working towards a common objective
- Clear targeted
- Clear mission of objectives
- Mutual respect
- Respect
- Linking each other as professionals and as friends
- Supportive (3)
- Support each other
- Ability to work together towards common objective
- No personal agendas
- Clarity/delegation of responsibilities
- Roles in a team
- Job description
- Clarity of purpose
- Work in harmony
- Committed (2)
- Believe in team
- Complementary skill sets
- No persiflage and folderol
- $1 + 1 > 2$
- Planning
- Proactive
- Focused
- Result oriented
- One game—many players
- Practice
- Sufficient humor
- High morale—positive attitude
- Open communication patterns
- Continual communication
- Strong communication
- Communication
- Openness
- Openness in voicing problems with one another
- Exchange of information
- Trust (3)
- Not too serious a working atmosphere
- Humor
- Enthusiasm
- Accountability

Task 2 Why strengthen communication?

- Clarify roles and responsibilities
- Identify and take advantage of shared opportunities
- Learn from each other
- Effective time management

- Build on other people's experiences
- Avoid duplication
- Helps in innovation
- Not re-invent the wheel
- Better view for task and/or issue

- Share ideas
- Achieve results
- Know next step
- Save effort
- Improve efficiency to reach goal

- Achieve common understanding
- Pluck the goose with the least amount of hissing
- If it were to be done, it were best done quickly
- Reduce waste
- Expedition

- Make things clear
- Keep channels open
- Better understanding
- Many new people
- Include team members working off-site

- Too much going on (organized chaos)
- Greatest source of info is within team
- Get more output done faster
- Avoid duplication of efforts
- Avoid duplication

- Reduce duplication of effort
- Avoid problems/resentments due to misunderstandings
- Access skills and knowledge of other team members
- Discover synergies
- Strengthen team spirit/feeling of inclusion

- Clarify objectives
- Let internal and external partners understand our objectives
- Encourage participation
- Realize where we are
- Perspective

Task 3 How can we strengthen communication?**Green Team****Now**

- E-mail groups
- E- mails
- Weekly reports from MIT
- Weekly meetings
- Personal meetings

- Work space
- Cross referencing

Vision

- Paradigm
- Achievements
- Increased creativity
- If we do not hang together then we shall all hang separately
- Symbiosis

- Single one team
- Comprehensive
- Be an example
- Motivation

Means

- Team work
- Regular meetings (structured)
- Effective e-mail groups
- Technology
- Social activities (2)

- Innovation and screening/review
- Brainstorming sessions
- Brown bag lunch (take away) from consultants, with consultants doing presentations

Blue Team

- Procedure/manual
- Keep others in the loop—consider others' interests
- Improve office space
- Keep same component leader

Socializing

- Socialize/interact with one another outside of work
- Informal activities outside office

Electronic contact/database

- Document control system
- Updating information
- Documentation

Face-to-face

- Transparency
- Chat with one another
- Tell team members what is going on, no matter how brief
- Face to face interaction
- Manage more personal visits “float around office”

Communications/e-mail

- E-mail cc/ concerns
- PSPI intranet
- Use of modern technology (e.g. e-mail)
- Brief e-mails or brief visits (respect others’ time)

Regular meetings

- Periodic meetings/updates
- Regular team meetings (bimonthly) (3)
- Regular team meetings with agendas

Task 4 Dealing with burnout (Purposes, Results, Indicators. Sources, Solutions)**Green Team**

Purposes	Results	Indicators	Sources	Solutions
Motivate	Perspective	Weekends	Bad management	Ask for help
Reduce cost	Life	Staff turnover	Can’t say no	Vacation
Reduce stress	Meeting deadlines	Good attitude	No planning	Decide, delegate (3), depart
Increase moral	Improve productivity	Smile	Need to control	Manage expectation
Create a pleasant atmosphere		Fewer un-read e-mail	Excess demand	No!
		Organized desks	Working alone	Group support
			Unexpected surprises	Smoking
			Poor reports	Partying
				Keep walking

Purposes	Results	Indicators	Sources	Solutions
				Here I stand I can do no more
				Reduce cost
				Communicate
				Good attitude
				Yoga

Blue Team

Purposes	Results	Indicators	Sources	Solutions
Improve personal life and attitude outside of work	Less burnt-out less fatigued High energy team	High moral	Sitting in my ministry office with all the dust and noise	Clarify lines of reporting and roles and responsibilities
Improve job satisfaction	Less apprehension Confidence	Time to smile	Waiting for input/data	Meet with problem not wait for it (i.e. talk)
Relax (2)	Better performance and achievement of objectives	Happy clients	Unexpected tasks Long job description Insufficient training/ experience Seasonal	Occasional changes of venue /more quiet offices to concentrate
Achieve		Sustained achievement of output	Communicate with client/manage Delegate Request support Plan work with sub-contractors	Better planning
Exceed target		Having free time outside of work for personal pursuits	Not receiving enough support	Asking for help
Enjoy the weekend		Have time to watch movies	Spending too much time on each task	Strive to be effective, not perfect
Increase productivity (2)		Desired output	Trying to manage too many tasks	Reminding others of their roles
Improve effectiveness		Being happy to go to work	Dealing with reactive client/supervisor	Learning to delegate and allow others to fulfil their roles and sub- cont.

Purposes	Results	Indicators	Sources	Solutions
		More output or shorter lead time		Learning to say "no"
		Spouses/partners are happy		
		Reporting to multiple bosses/managers		

Task 5 Skills, interests, roles and responsibilities

Greta Boye

Skills	Good listener Provide positive energy Good writer Sense of humor Organized most of the time Hold team to high quality out put
Interests	IT, Knowledge management More management, less fire fighting Strategy More fun Weekends Entrepreneurship/women's issues
R&R(doing)	Fire fighting Delegating Minimal contact with partners (GOJ) Editing CIO/MIT (starting)
R&R(stated)	Managing Leading/developing strategy/motivating Planning Creating positive atmosphere

Rami Qusus

Skills	Get things done Good finance Feasibility study Sharp intuition Engineering/management Human interaction Trade agreement Rules of origin Negotiations
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Interests	MS project
	More management work
	Entrepreneurial strategy
	Planning
	Presentations
R&R(doing)	Legal agreements
	Financial analysis
	Business analysis
	Promotion of ideas and achievement
	Restructuring law, regulations, corporation
R&R(stated)	Advising the Minister on all the basic related studies
	Ruling FTA/QIZ
	Policy analysis
	Minister's advisor

Lina Arafat

Skills	Management of activities
	Organization
	Team player
	Time management
	Language (bilingual, English/Arabic)
Interests	New skills and experiences
	Learning from others
R&R(doing)	Assisting when needed
	Organizing
	Reviewing
R&R(stated)	Learning about customs terms as well as doing
	Liaising/coordinating as well as doing

Jamal Olaimat

Skills	Customs expert in:
	— Harmonized system
	— Customs evaluation
	— Customs procedures
	— Negotiator in many trade related agreements or customs issues
	— Customs officer
	— Food technologist (help in dealing with MOH, MOA)
Interests	See modern and efficient customs
R&R(doing and stated)	As customs specialist (dealing with all customs issues (job description))

Maher Hamdan

Skills	Legislations
	Time management
	Reporting
	Regulations
	Intellectual property
Interests	Legal reading

	News
	Building relationships
	Turkish coffee, argila
R&R(doing)	Law
	Legal reform
	Minister's advisor
	Intellectual property
R&R(stated)	Legal consultancy

Brad Fusco

Skills	Research
	Analysis
	Project management
	Rigor and organization
	Written communication
	Graphic design and visual presentation
Interests	Performing original research and analysis
R&R(doing)	Helping JIB, JIEC and others to prepare for the reform process
	Preliminary self-education
R&R(stated)	Supporting JAED, JIB, JEDCO and others in their reform process by designing and managing technical assistance

Andrew Kaiser

Skills	Organized
	Express opinions
	Creative thinker
	Creating frameworks
Interests	Seeing tangible development results from our work
R&R(doing and stated)	Conceptualizing, team-building, gaining buy-in, creating, breathing life into COE program

Hatem Tieby

Skills	Organized
	Financial analysis
	Project management
	Innovative
Interests	Experimenting with new ideas and implementing them
	Entrepreneurial
	Research and development
R&R(doing and stated)	Coordinating with partners and selecting teams within
	Researching new responsibilities
	Helping improve government performance

Aref Al Farra

Skills	Econometric analysis
	Financial analysis
	Managerial skills

	Bilingual fluency
	Computer competency (Excel, PowerPoint, Word “the works”)
	Personal skills (communication)
	Leadership skills
	Multicultural “world citizen”
Interests	Hiking, swimming, soccer (non-professional)
	Development economics, organization, management of change (professional)
	Teaching
R&R(doing and stated)	Strategic advice and support to the Minister, support to COE

Geoff Wright

Skills	Analyze: <ul style="list-style-type: none"> — Identify client interests — Identify issues — Research options — Analyze implications — Recommend solutions — Present written report
Interests	Trade and poverty Environment People
R&R(doing)	Coordinating/managing resources Planning institutional support Learning
R&R(stated)	Manage AMIR support to WTO/FTA implementation

Glenn Wood

Skills	Verbosity/vocabulary Memory
Interests	Arcane legislation (understand) Reading to aims Achieving visible results History and society Those who do not study history are doomed to repeat it
R&R(doing)	Trying to keep the customer satisfied
R&R(stated)	Customs reform and modernization

Task 6 Dos and don'ts

Dos

- Keep smiling (2)
- Keep positive attitude
- Keep it moving (energy)
- Be a team player
- Respect my intelligence

- Appreciate
- Challenge me intellectually
- Challenge me
- Respect me
- Be precise

- Be specific and spend the time/have patience to explain task fully/arrive at agreement
- Give full picture
- Keep me in the loop when it comes to organizational change/JAED/etc.
- Communicate
- Include me in the picture

- Explain why—provide context, motivation, etc.
- Keep me informed in advance
- Involve everyone, including facilitators
- Ask clearly
- Remember past agreements

- Be consistent
- Prioritize
- Plan better
- Time management
- Be on time

- Give credit
- Trust me (3)
- Be clear
- Give me ownership
- Tie it into COE

- Give me information
- Allow me to participate in definition of task
- Exploit my comparative advantages
- Define concepts more
- Ask

- Be clear about output
- Agree on time
- Be available for questions
- Background information
- Polite

- Respect
- Humor

Don'ts

- Don't forget to copy me
- Don't condescend

- Don't tell me last minute things
- Don't waste time
- Don't constantly answer phone in meetings

- Don't break a commitment
- Don't pressure (time)
- Don't underestimate me
- Don't yell
- Don't withhold information

- Don't exclude me from loop
- Don't assume understanding a lack of understanding
- Don't nag me (2)
- Don't push
- Don't be too bossy

- Don't lie to me
- Don't disturb me
- Don't over talk
- Don't be inconsistent
- Don't exploit my absolute advantages

- Don't smoke in office
- Don't repress problems/concerns with me (be open)
- Don't blindside me at last minute
- Don't spank me

Task 7 Vision of PSPI (Purposes, Results, Indicators)

- **Global**

Purposes	Results	Indicators
Maximize economic well-being of Jordan	Economic well-being of Jordan	Average annual GDP increase above 5 year average and Government share of GDP below 5 year average
Improve economic opportunities	Improvement of economic opportunities	
Develop ECO initiative	ECO initiative development	
Raise standards of Government of Jordan operations	Increased standards	
Adopt private—sector practices in government through effective and innovative techniques	Adoption of private-sector practices in government	
Create a culture of excellence in government	Culture of excellence in government	

Purposes	Results	Indicators
Increase respect for government law and institution	Increased respect for government law and institution	
Foster collaboration between government of Jordan and private sector	Collaboration between government of Jordan and private sector	Hold xx (number) of workshops between public and private sectors as a result of consultancies
Enhance rate of sustainable development (Jordan)	Rate of sustainable development rate enhancement	
Improve MIT services	MIT services improvement	Shorten lead time, eliminate complains “smiling customers”
Enhance government agencies efficiencies	Government agencies efficiencies enhancement	
Promote international best practice in government performance	Promotion of international best practice in government performance	<ul style="list-style-type: none"> Number of institutions achieving COE certification Number of memorandums of understanding signed with COE program
Reduce waste	Waste reduction	
Improve and institutionalise Government of Jordan trade and investment policy-making	Improvement and institutionalization of government of Jordan trade and investment policy-making	

• **IVP**

Purposes	Results	Indicators
Promote investment in (key pharmaceutical) focus sector	Investment promotion in (key pharmaceutical) focus sector	
Provide vision and support in reforming efforts relating to investment	Vision and support	<ul style="list-style-type: none"> IVP corporations compensate employees with salaries competitive with private sector IVP corporations manage human resources according to private sector best practices National linkages program established and operational National strategy for investment formulated and implemented

Purposes	Results	Indicators
		<ul style="list-style-type: none"> • New investment incentives law passed • JIB focuses exclusively on promoting inward investment • JIB opens overseas promotional offices • JEDCO expands focus to include developing domestic enterprise • At least 5 regulatory or procedural barriers to investment alleviated • JIB bases its marketing efforts on scrotal strategies • IVP corporations are driven and evaluated by published targets • JAED established
Completely redo information system and investment	Information system and investment	
Link FTAs to investment within a formula	A formula to investment	Efficient of tangible usable in plan tools for negotiation, policy making, and planning
Establish trust between investors	Trust between investors through enabling environment, appropriate laws	
Develop promotion strategies and team	Implement promotion strategies	<ul style="list-style-type: none"> • JIB strategic plan objectives met • CIO hired in JAED (if established) and strategic information plan designed
Attract investment through international recognition for excellence in government	International reputation for government excellence	
Encourage technology transfer to Jordan using IPR	Automatic IPR monitoring system	
Learn lessons from the other successful regional examples (Dubai)	Learning organization	Increase regional competition

• **TMI**

Purposes	Results	Indicators
Learn lessons from the other successful regional examples (Dubai)	Learning organization	Regional competition
Maximise economic benefits from trade policy and implementation	Economic benefits	
Move beyond WTO: get a plan that goes beyond WTO	Plan that goes beyond WTO	
Organize and publish trade information	Trade information organized and published	Allocate responsibilities for specific data bases to trade and investment agencies and other agencies
Facilitate trade re-Singapore and Ireland	Trade (formal MKT) increases	
Coordinate WTO, EFTA, USFTA, EU agreements and bilateral agencies	<ul style="list-style-type: none"> • Logistical problems reduced • Coordination of international agreements • Compliance cost lower 	Establish intra-MIT and customs committee to coordinate numerous trade agreements
Be transparent	Transparency	<ul style="list-style-type: none"> • Increase public awareness of laws and regulations • Official gazette availability (distribution) electronically
Capitalize on existing trade agreement to open new market	New market	FTAs with favourable nations and better term to Jordan
Improve technical negotiating skills	<ul style="list-style-type: none"> • Negotiating skills • Better agreements/commitments 	Improved negotiation skills of technical MIT and MOA staff

• **CUS**

Purposes	Results	Indicators
Don't play with trade	<ul style="list-style-type: none"> • Increased trade • Reduce logistic and compliance costs • Investor confidence • Customs duty rate • Comprehensive consumption tax implementation 	Reduced (numbers and value) concessions from FTA and MFN norms

Purposes	Results	Indicators
Grow tax base	Broader tax base lower general rates (increase equity and efficiency)	Larger revenue base (per industry) and national
Abolish special deals	Abolishment of special deals	
Milk the cow—don't kill it	Milk	
Have efficient processing	Efficient EFFI processes	X % compliance to (WCO customs) Kyoto 2000 convention
Improve perception customs vs citizens (clients)	<ul style="list-style-type: none"> Improved perception Recruit more people Cooperation Respect for regulations 	Clear understanding and respect to laws
Facilitate trade while minimising contraband	Reduced contraband	5 % increase in time and 5 % decrease in cost of importing/exporting 1 TEU Rotterdam/Amman per annum
Develop controlled e-commerce	Controlled e-commerce	Enhanced international comparative investment
Abolish transport monopolies	Abolishment of transport monopolies	<ul style="list-style-type: none"> Dwell times fall Lower price to consumers
Improve customs communication with other corporations MIT	Customs communication improvement	<ul style="list-style-type: none"> Better policy Lower compliance and administration costs
Improve the quality of customs HR	Efficiency and cooperation	Reducing shipping lead time of QIZ products by at least ... %
Kill corruption	Trust	
Reduce transactions costs	Lower costs	<ul style="list-style-type: none"> Reduce business registration costs by x % in terms of money and by x % in terms of time Customs Importers and exporters are clear about transaction costs (no.)

• **GPI**

Purposes	Results	Indicators
Learn lessons from the other successful regional examples (Dubai)	Learning organization	Regional competition
Enforce intellectual property laws	Intellectual property law enforcement Creativity, incentive to invest	Increase number of multinational corporation that register in Jordan
Establish and implement a	Establishment and	

Purposes	Results	Indicators
trade and investment policy	implementation of trade and investment policy	
Reduce gap or feeling of competition between government and private sector/one team one country	Competition reduction	
Establish research agenda	Establishment of research agenda	
Develop reliable procedures for trade, investment and general economic statistics	Procedures development	
Archive OW files “e-government”	Archives	
Improve the quality of private sector representation	Quality improvement	Less conflicting decisions and contradictory
Think global/act global	Global	

• **COE**

Purposes	Results	Indicators
Learn lessons from the other successful regional examples (Dubai)	Learning organization	Regional competition
Develop “smooth” links between AMIR components, other parties, organizations and ministries	Smooth links	Number of initiatives counted 2x (by USAID) AMIR sub-component and COE program
Brand and sell Jordanian government	Jordanian government	Number of countries copying Jordan
Improve government: <ul style="list-style-type: none"> — Policy formation — Regulatory activities — Services — Effectiveness 	<ul style="list-style-type: none"> • Better policy formation • Better regulatory activities • Better services • Better effectiveness 	Increased FDI
Enhance all activities of AMIR related to government COE	Enhancement of TA and multiplier effect	
Implement performance assessment Implement efficient appraisal system	Performance assessment Efficient appraisal system	Government outputs (agreed between minister and department) achieved at less than budget cost, less time
Institutionalise government strategic planning, prioritisation and action	Sustainability Excellence Institutionalised	
Increase effective pay/salaries	Motivated employees	
Assist adoption of appropriate governance to achieve social/economic goals	Appropriate governance	

Purposes	Results	Indicators
Adopt team work techniques in government activities	Team work techniques	
Increase capacity of government institutions to identify and meet their own needs	Sustainability	Frequency and length of strategic planning sessions % of/number of institutions meeting strategic objectives
Hold government of Jordan to highest standards	High standard	
Motivate to develop human resources	Human resources motivated	

Task 8 Review of year 2002

Green Team

Successes

- Chambers Law
- National Production Protection
- Law Regulations
- Study of NGO's
- Regulation of intellectual property laws (patent and industrial design)

- Licenses of Aqaba corporations
- Imports and exports regulations
- Able to go on with the work plan during the time not knowing about AMIR 2 bid/contract
- Coordinated with USAID to overcome newly imposed visa regulations for US study tour (Jordanian judges)
- A number of in-country events with on going feedback:
 - MIT retreat at Dead Sea
 - WTO customs valuation with regional participation
 - Customs risk management

- Able to prove myself to be able to join PSPI team
- Electricity cost
- Break the steel cartel
- Increase the awareness of Jordan's ambassadors
- Systematize granting QIZ status

- Enhance cooperation with satellite corporations
- We won the contract (uncertainty down)
- Minimum wage
- MBO/MIT
- Unify the promotion message of MIT

- COE framework developed
- Increased understanding/buy-in
- Initial team meetings/closer communication/coordination

- Seeds sewn for successful COE-EDD@ Royal Court relationship
- Several government partners excited at prospects of COE program and are committing personnel time
- Identification of need to better understand/manage finances

Green Team

Successes	Plan
Coordinate with donors	COE and others as appropriate
Intelligence “trust” risk management program implemented	Continue and deepen support in long term
Spreading risk management concept	Keep doing it
Transit system in place nationally using international standard documents	Use data effectively
Development and implementation of management training program	Continue to offer and expand
Difficulties	Plan
QIZ negotiation 8% lower	Face-to-face meetings
“Growing pains” finding/managing/equipping short term consultants	Develop better processes
Finding CIO candidate	Try new approaches
Core personnel retention	Team building, etc.
Changing personnel/relationship with client	Increase communication
“Code Orange” cancelled study tour	Liaise to determine low risk period
Unclear policies at times	Set mechanisms for policies
Discussions of Bureau of Legislation	Gain trust from Bureau of Legislation

Causes of success

- Creative tension
- Take risk – risk management
- Teamwork
- Being positive
- Motivation
- Evaluating the environment
- Benchmarking global economics

Blue Team

General successes

- Smooth transition from AMIR 1 to AMIR 2 (internal/external)
- Harmony between new/existing staff
- IVP study tours to Ireland

Component specific successes

- Management increased number of consultants within limited time and place
- Implementation of transit ASYCUDA model (running now)
- Signature of MOU between MIT and AMIR in August

- Project committee established at Customs/AMIR

Blue Team

Successes	Plan
Overcame worries of AMIR staff (contract issues)	Congratulations Temporary contract for 6 months involving \$7 million
Smooth office relocation	Good communication and planning
Made smooth transition to new component leader	Maintain focus on purpose
Jordan is basically WTO compliant	Work towards full compliance
Formulation and acceptance of comprehensive IVP reform package	Move aggressively towards implementation
Provided impetus to pharmaceutical cluster	Maintain involvement with cluster
Successful creation of (almost) entirely new PSPI team	Maintain positive, flexible attitude going forward
Promoted cluster methodology	Continue to emphasize methodology in analysis and implementation
General Difficulties	Plan
Too much BPR/IT work, so nothing is happening	Use subcontractors
Difficulty in getting consultants	Allow more time for planning
Consultant fatigue	Plan ahead of time-better frequency
Partners not coming through with their commitments (Credit Bureau Legislation)	Get order correct
Component Specific Difficulties	Plan
Managing multiplicity of reporting needs/ demands between Minister, COE and other AMIR activities	More pro-active rather than reactive
Limited interaction with and input from His Excellency, MIT on IVP reform package	Develop new channels of communication
Slower-than-expected implementation of IVP reform package by GOJ	Revise expectations and find worthwhile alternative activities
Customs overseas study tour to US postponed	Plan for surprises/expect surprises

Causes of success

- Good support staff
- Good planning
- Positive feedback
- Action/detail orientation in cluster analysis recommendations
- Keep informed

Task 9 Plan for work plan (Purposes, Results, Indicators and Roles)

Purposes

- Involve stakeholders in the planning process
- Strengthen teamwork and cooperation
- Gather and share information that can allow us all to succeed
- Build commitment and support
- Identify list of specific activities and timeline
- Identify external resources for expertise to support our goal

Results

- Participation
- Creativity
- Commitment
- Support
- Common method, common language
- Comparable outputs
- Specific activities to translate into work plan

Indicators

- Select events according to purposes (small, large meetings)
- Develop agenda in advance, with input from participants
- Hold events in partner locations if possible
- Identify activities for 2003 and a vision of 2004-5
- Comprehensive plan
- Collegial working sessions
- Ensure comparable outputs
- Identify linkages between components
- Encourage teamwork and cooperation internally and externally
- AMIR team serve as a model for others
- Develop internal selection criteria for setting priorities (see Glenn's method)
- Identify component linkages

IVP

Brad
Barry
Rami
Greta

TMA

Goeff
Rami
Greta

COE

Andrew
Hattem

GPI

Aref
Maher
Greta

Customs

Glenn

Jamal

Communications

Barbara

Sources of Complementary Funding/Expertise

EJADA

GTZ

JICA

UNIDO

JUSPB

WIPO

World Bank

UNCTAD

ILO

ESCWA

EBRD

CIDA

Task 10 Lessons learned from workshop

- Why? – In order to, because (past/present/future)
- Facilitated meetings are a good thing
- How to effectively target indicators
- Indicators of achieved targets
- Agenda concepts
- Clarify work plan process
- Learned more about roles and outputs of other members
- Importance of identifying purposes, results and indicators... in that order
- Know how to support each other
- Better understanding of purposes, results and indicators
- PSPI plan—how and why